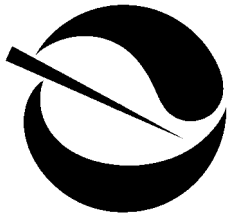
California Environmental Protection Agency

Strategic Plan

Department of Pesticide Regulation

1997



STATE OF CALIFORNIA
Pete Wilson, Governor

CALIFORNIA ENVIRONMENTAL PROTECTION AGENCY
James M. Strock, Secretary

DEPARTMENT OF PESTICIDE REGULATION
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Executive Summary

Purpose and Scope

The Department of Pesticide Regulation (DPR) came into being in 1991 with the establishment of the California Environmental Protection Agency (Cal/EPA). Although we were created from a division that had been within the California Department of Food and Agriculture, the process of becoming a department presented new opportunities and challenges. DPR has broad authority to regulate pesticides in California and a responsibility to regulate in a manner that is fair, effective, efficient, and responsive to our various constituencies. This mandate requires practical and productive planning. Realizing this, we wanted to create a blueprint from which to build a dynamic organization committed to environmental protection and with the capacity to anticipate and react to a changing world. Strategic planning gives us that blueprint.

We completed our first strategic plan in May of 1995 as the culmination of over two years of discussion and analysis. Extensive surveys and focus groups were used to collect opinions and expertise from staff and external stakeholders. Expanding upon this valuable base of information, the DPR management team updated the plan to reflect recent changes in opportunities and threats facing the Department and to add performance measures in compliance with the Department of Finance guidelines released last fall.

Key elements

Mission

DPR regulates all aspects of pesticide sales and use, recognizing the need to control pests, while protecting public health and the environment and fostering reduced-risk pest management strategies.

Vision

DPR will be recognized as a dynamic and responsive organization with the premier

comprehensive program that protects public health and the environment.

Goal 1: Enhance human and fiscal resources to fulfill our mission

To meet our mandates and accomplish our mission, DPR must ensure an ongoing, stable funding base. Staff and management must have the tools necessary to plan for and enact short- and long-term changes. A stable funding base allows the focus to be on program delivery rather than on administrative issues.

Goal 2: Enhance effectiveness of existing programs that carry out our mission

We must ensure our programs are fully integrated and that all available data is uniformly used in our decision-making processes in order to continuously improve our key processes.

Goal 3: Harmonize with other regulatory programs for effectiveness and efficiencies

We must clarify relationships and roles with related regulatory bodies and coordinate to ensure we are meeting our mandates and continuing to improve.

Goal 4: Facilitate adoption of economically viable reduced-risk pest management systems

Promoting the use of reduced-risk pest management practices is a key element of DPR's mission. We will look for ways to best meet this goal and to structure ourselves accordingly.

Future Plans

The Department will review the strategic plan annually as part of the budgeting process. Adjustments will be made as needed to reflect environmental changes and completed objectives and strategies. Every three years we will completely review and substantially update the plan.

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Mission, Vision, & Values

Cal/EPA's Mission

The mission of the California Environmental Protection Agency (Cal/EPA) is to improve environmental quality in order to protect public health, the welfare of our citizens, and California's natural resources. Cal/EPA will achieve its mission in an equitable, efficient, and cost-effective manner.

Our Mission

DPR regulates all aspects of pesticide sales and use, recognizing the need to control pests, while protecting public health and the environment and fostering reduced-risk pest management strategies.

Our Vision

DPR will be a dynamic and responsive organization with the premier comprehensive program that protects public health and the environment.

Our Values

- We utilize quality science and experience-based knowledge in our decisions.
- We are innovative and forward-thinking in resolving problems.
- Our decisions are timely, open, consistent, and equitable.
- We are practical, pragmatic, and open to change.
- We maximize our effectiveness through coordination with others.
- We are responsive and service-oriented to all our constituents.
- We seek to balance our actions in recognition of the diverse needs of those we affect.

The Department of Pesticide Regulation

Mandates

The Department's legal mandates require us to:

- Provide for the proper, safe, and efficient use of pesticides essential for production of food and fiber and for protection of the public health and safety.
- Protect the environment from environmentally harmful pesticides by prohibiting, regulating, or controlling uses of such pesticides.
- Assure agricultural and pest control workers of safe working conditions when pesticides are present.
- Permit agricultural pest control by competent and responsible licensees and permitees under strict control of the Director and County Agricultural Commissioners (CACs).
- Assure users that pesticides are properly labeled to ensure safe use and are appropriate for the use designated by the label.
- Encourage the development and implementation of pest management systems, stressing application of biological and cultural pest control techniques with selective pesticides when necessary to achieve acceptable levels of control with the least possible harm to the public health, nontarget organisms, and the environment.

Primary Responsibilities

The Department has primary responsibility for evaluating and mitigating environmental and human health impacts of pesticide use. We oversee pesticide registration, the safety of the pesticide workplace, and enforce state and federal pesticide laws. Department objectives are directly carried out through programs in six branches: Pesticide Registration, Medical Toxicology, Worker Health and Safety, Pesticide

Enforcement, Environmental Monitoring and Pest Management, and Information Systems. They are supported through a central administrative and executive program.

Evaluating and Registering Pesticides

Before a pesticide can be sold or used in California, it has to be evaluated and registered by DPR. Pesticide manufacturers are required to submit studies of toxicology, occupational exposure, phytotoxicity, environmental fate, product chemistry, and residue methodology to support the registration of each product. The elaborate testing data are evaluated by DPR scientists, including biologists, chemists, plant physiologists, entomologists, toxicologists, and physicians. In order to ensure the proper, safe, and efficient use of pesticides, the evaluation focuses on the acceptability of studies, and any potential for these substances to cause adverse health or environmental effects.

These and other data are the basis for determining potential risk and adequate margins of safety for workers and others who may be exposed to pesticide residues. DPR scientists work closely with other State agencies, including the departments of Fish and Game and Health Services, and the boards and departments within Cal/EPA, as well as federal and international government agencies.

Protecting Workers and the Public

DPR scientists evaluate potential workplace hazards of pesticides by reviewing studies on active and inert ingredients in pesticide products and on application methodologies. In addition, the Department conducts field studies each year to monitor pesticide exposure to workers to develop better methods to evaluate exposure potential and to mitigate potentially excessive exposure. DPR physicians also provide medical advice, assistance on pesticide exposures, and act as liaison with practicing physicians regarding pesticide illness and treatment. The Department also participates in and evaluates the results of investigations of pesticide-related illnesses, with an emphasis on preventing occupational illness and injuries.

Environmental Protection and Pest Management Alternatives

DPR scientists monitor the environmental fate of pesticides, and identify and analyze chemical, cultural, and biological alternatives for managing pests. In doing so, our goal is to protect the public and the environment from pesticide contamination through hazard identification, preventive planning, and the enhancement of regulatory controls through encouraging development and use of pest control practices that are both environmentally sound and effective

Enforcing Pesticide Laws

To assure compliance with the nation's toughest pesticide laws, California has the largest and best-trained enforcement organization in the nation. DPR oversees licensing and certification of dealers, pest control advisors, pest control businesses, brokers and applicators; has overall responsibility for pesticide incident investigations; administers the nation's largest state pesticide residue monitoring program; and coordinates pesticide use reporting. We also provide for the detection and protection from the use of unregistered pesticides.

Pesticide use enforcement activities in the field are largely carried out by the County Agricultural Commissioners and their staffs. Training, coordination, oversight, and technical and legal support are provided by headquarters personnel, as well as DPR field staff in Anaheim, Fresno, Sacramento, Ventura, and Watsonville.

Pest Management Strategy

DPR has developed a strategy aimed at: (1) increasing the use of pest management information in decision making, and (2) encouraging pesticide users to adopt reduced risk pest management practices. The Pest Management Strategy addresses minimizing risk not only on the farm or ranch, but wherever pesticides may be used, including areas such as office buildings, schools, urban landscapes, and in the home.

Internal/External Assessment Summary

While developing our 1995 plan, we conducted extensive internal and external reviews through comprehensive surveys and facilitated focus groups. This 1997 update builds from that base of information and background. A consultant conducted one-on-one interviews with each member of the management team as well as with a broad sample of external stakeholders. We used this information to update the key external issues facing the Department.

Urban Pesticide Use and Agriculture/Urban Interface

Community exposure to pesticides is a significant issue for many citizens, local health departments, and County Agricultural Commissioners. Controversy often focuses on use of agricultural pesticides at the agricultural-urban interface. However, consideration must also be given to community exposure that results from pesticide use in public buildings and schools, in parks and forests, and on golf courses. Local officials need the expertise and resources of various state agencies to put community and health department concerns about pesticide exposure into a sound scientific context, ensure public health safety, and more effectively and appropriately resolve local pesticide exposure issues. The Department sees the need to improve its responsiveness to community concerns about pesticide application and potential impacts.

Harmonization

In March 1995, DPR and the United States Environmental Protection Agency (U.S. EPA) signed a formal commitment to step up the pace of harmonization, a project begun in 1994 to more closely coordinate the federal and California pesticide regulation programs. The agreement included target dates for completion of key phases. The first target date -- June 1995 -- was met with the two agencies now sharing their reviews of acute toxicology data. Reducing needless duplication, getting safer products to the market faster, and more quickly removing products that pose

unacceptable hazards are the goals of harmonization. Resources saved can be spent on accelerating the registration of low-risk products. Passage of the Food Quality Protection Act (FQPA) in August, 1996, put many harmonization activities on hold while U.S. EPA dealt with new priorities. However, as U.S. EPA comes to terms with the requirements of FQPA, it is refocusing its attention on working with California on projects of mutual interest. Harmonization efforts have begun to shift to the world stage with opportunities to coordinate through NAFTA. In addition, it is critical that DPR keep abreast of the emerging global approach to risk assessment represented by the Organization for Economic Cooperation and Development's (OECD) monograph system.

Funding

To protect public health and the environment, DPR is mandated to regulate the sale and use of pesticides. Prior to 1990/91, the General Fund provided a majority of funding for the Department's programs. Now, however, the pesticide regulatory program is funded primarily by a mill assessment (0.001 or 1/10th of a cent per dollar value of pesticides sold). The mill assessment rate has been 22 mills since 1992/93. This rate sunsets back to nine mills after June 30, 1997. Without legislative action, this reduction will result in a significant portion of the State's pesticide regulatory program being unfunded once a sizable fund reserve is depleted.

Food Quality Protection Act

FQPA fundamentally changes the way in which U.S. EPA assesses the risks of pesticides by defining a new "safe" standard for tolerances for pesticides of "reasonable certainty of no harm." The factors that must be incorporated in implementation of that standard and the timetable for reassessment of tolerances will have impacts on the availability of pesticides for growers and other pest managers. DPR's expertise in risk assessment provides an opportunity to assist U.S. EPA in FQPA implementation. The Act also contains beneficial provisions for minor crop uses of pesticides which the California Legislature has directed DPR to analyze to determine their applicability. The Act contains specific provisions on antimicrobial pesticides which change the definition of pesticide, give U.S. EPA direction on expediting such product registrations, and may affect DPR's product review. Finally, DPR has an emerging role in meeting the statute's new requirement to establish tolerances prior to granting emergency registrations.

Environmental Technology

Environmental technology can be broadly defined as the application of technology to solve environmental problems. Examples can range from engineering systems that reduce exposure to workers when loading chemicals, to biologically-based pest management systems like genetically engineered microorganisms that serve as pest control agents. Cal/EPA is implementing legislation that affords its Boards, Office, and Departments like DPR the opportunity to certify technologies for improved environmental regulation.

Strategic Goals

Goal One: Enhance human and fiscal resources to fulfill our mission.

Objective 1: By January 1, 1998, secure adequate short-term (5 year) funding.

Strategies:

- Work with a coalition of external stakeholders to draft legislation that will reauthorize the pesticide mill assessment and maintain an adequate level of funds for the next five years.

Objective 2: By January 1, 2003, secure adequate long-term funding.

Strategies:

- Assemble internal and external work groups to evaluate funding mechanisms and make recommendations to the Director for more stable and equitable long-term funding of the pesticide regulatory program.
- Develop an integrated communications plan.
- Ensure funding mechanisms are in place (regulations, legislation) to act on recommendations prior to sunset of mill assessment authorization.

Objective 3: By January 1999, employees will point to a new era of staff and management teamwork resulting in increased staff impact and productivity.

Strategies:

- Clarify manager, supervisor, and staff roles and responsibilities.

- Expand cross-department quality teams and working groups to address multi-faceted projects.

- Encourage two-way communication to identify issues of concern between staff and management.

- Create integrated staff feedback mechanism to update staff on issues, progress on implementing plans, and Department decisions.

- Keep pace with science and technology in the workplace.

Objective 4: Annually examine Department's budget, physical conditions, staffing levels/classifications to assure "best fit" with program delivery requirements.

Strategies:

- Continue ongoing review of departmental priorities in comparison to available funding resources.

- Review facilities operations and work toward addressing any discrepancies between existing and future needs, including funding.

- Assure that personnel resources are adequate in number and classification to address departmental priorities.

Performance Measures

- Enactment of appropriate funding legislation (outcome).

- Number of issues addressed by quality teams (output).

- Differences in employee attitudes/opinions drawn from employee surveys (outcome).

- Number of training classes taken by staff designed to keep pace with science and technology (output).

- Number of training classes taken by staff in areas identified as needing improvement (output).

Goal Two: Enhance effectiveness of existing programs that carry out our mission.

Objective 1: By December 1998, enhance integration of human health, environment fate, and ecological effects data into existing registration and evaluation processes.

Strategies:

- Broaden the formal process for incorporating appropriate departmental health, ecological impact, and environmental fate data into registration decisions and risk assessments.
- Establish an annual, cross-functional project planning process and internal feedback loops between Department programs to assure consideration of all DPR mandates when making policy and programmatic decisions.
- Identify existing data related to program decisions, barriers to their utilization, and recommended solutions.
- Integrate relevant Risk Assessment Advisory Committee (RAAC) recommendations into the fabric of appropriate institutional programs.
- Keep pace with science and technology in the field.
- Continuously evaluate effectiveness of mitigation measures.
- Review monitoring methodologies to ensure identification of hazards.

Objective 2: By July 1999, improve the impact of the Pesticide Enforcement program.

Strategies:

- Collect and analyze pesticide episodes data to provide the basis for recommending improvements in the Pesticide Regulatory Program.
- Establish a violation database for use by Department and county enforcement staff.

- Improve statewide enforcement uniformity by re-evaluating the enforcement guidelines, assessing CACs' adherence to the guidelines, ensuring appropriate state action (administrative, civil, criminal) is taken against serious or chronic violators, and improving the collaborative relationship between CACs and DPR in enforcement actions.

- Measure the effectiveness of the county/state Enforcement Program by assessing pesticide user compliance in the field.

Objective 3: By January 1999, initiate a program that will improve the safety of the pesticide workplace.

Strategies:

- Evaluate the need for workplace intervention using existing databases and field study activity.

- Evaluate county-specific pesticide illness data by crop, chemical, and work task.

- Enhance training of CACs to identify workplace hazards that cause pesticide illnesses.

- Establish a pesticide illness workplace evaluation unit to work with targeted industries and CACs to identify workplace practices for possible intervention.

Objective 4: By December 1999, reduce the median time period between the federal registration of a pesticide product containing a new active ingredient and registration of the product for use in California.

Strategies:

- Implement concurrent acceptance of applications for registration of all pesticide products containing new active ingredients.

- Coordinate the review of pesticides containing new active ingredients with U.S. EPA.

- Develop a plan for processing pesticides that are no longer reviewed by U.S. EPA (products exempted under 25[b] of FIFRA).

Objective 5: By December 1999, reduce the time it takes to process applications for registration of new pesticide products.

Strategies:

- Use new technologies to communicate with registrants and applicants for registration of pesticide product and to process registration information.
- Coordinate the review of pesticide products with U.S. EPA.

Objective 6: Improve the Department's responsiveness to public concerns about pesticide application and potential impacts by December 1999.

Strategies:

- Organize resources to more effectively respond to citizen and community concerns.
- Develop essential skills to establish and maintain the dialogue with concerned citizens.
- Coordinate activities with County Agricultural Commissioners and other relevant government agencies.

Performance Measures

- Number of administrative/judicial/criminal referrals by CACs/DPR (output).
- Number of pesticide illnesses by work activity that have been identified by workplace evaluations that have resulted in mitigation measures (outcome).
- Median time period between federal and state registration for new action ingredients (output).
- Number of days it takes to process applications for registration of new pesticide products (output).

Goal Three: Harmonize with other regulatory programs for effectiveness and efficiencies.

Objective 1: By March 1998, establish DPR as an essential participant in U.S. EPA's national and international pesticide agenda.

Strategies:

- Expand participation in harmonization efforts with U.S. EPA and, through U.S. EPA, harmonization efforts under NAFTA.
- Safeguard California's interest in U.S. EPA's implementation of FQPA.
- Expand participation in Organization for Economic Cooperation and Development (OECD) harmonization through U.S. EPA, including analysis of the dossier/monograph system.
- Facilitate participation of California companies in the ISO 14000 pilot project.
- Provide technical assistance to U.S. EPA in the issuance of emergency exemptions (Section 18s).

Objective 2: By December 1998, reaffirm DPR's primacy over pesticide regulation in California with a renewed Executive Order and with agreements with other agencies.

Strategies:

- Review, amend as necessary, and expand where appropriate the number of MOUs with other State agencies.
- Review and clarify DPR's relationship with the Structural Pest Control Board.
- Amend Executive Order which designates DPR as state lead agency over pesticides recognizing the changes brought about by the Governor's Reorganization Plan-1.

Performance Measures

- Number of reviews, exposure assessments, and other institutional documents exchanged which are useful in harmonization (output).

- Number of times U.S. EPA uses a DPR draft tolerance in approving a Section 18 request (outcome).

Goal Four: Facilitate adoption of economically viable reduced-risk pest management systems.

Objective 1: By December 1998, establish partnerships with stakeholder groups in pest management stewardship programs.

Strategies:

- Analyze existing pest management patterns, with an emphasis on identifying systems that are experiencing disruptions or are threatened by the loss of important pest management tools.
- Facilitate partnerships with users to develop alternative pest control strategies for vulnerable use patterns.
- Secure additional funding for research on reduced-risk pest management.
- Evaluate organization structure for its ability to carry out this goal and make necessary adjustments.

Performance Measures

- Number of partnerships established (output).
- Number of reduced-risk pest management grants awarded and total funds awarded (output).

Performance Data

Performance Measure:	**Number of issues addressed by quality teams.**
Year	Target
FY 1994/95 (baseline)	Not available
FY 1995/96 (baseline)	2 teams
FY 1996/97 (expected)	3 teams
FY 1997/98 (estimated)	5 new teams
FY 1998/99 (estimated)	7 new teams

Performance Measure:	**Differences in employee attitudes/opinions drawn from employee surveys.**
Year	Target
FY 1994/95 (baseline)	Not available
FY 1995/96 (baseline)	Not available
FY 1996/97 (expected)	Not available
FY 1997/98 (estimated)	Establish baseline
FY 1998/99 (estimated)	10% of identified issues addressed

Performance Measure:	**Number of training classes taken by staff designed to keep pace with science and technology.**
Year	Target
FY 1994/95 (baseline)	Not available
FY 1995/96 (baseline)	Not available
FY 1996/97 (expected)	Not available
FY 1997/98 (estimated)	Establish baseline
FY 1998/99 (estimated)	Increase by 10%

Performance Measure:	**Number of training classes taken by staff in areas identified as needing improvement.**
Year	Target
FY 1994/95 (baseline)	Not available
FY 1995/96 (baseline)	Not available
FY 1996/97 (expected)	Not available
FY 1997/98 (estimated)	Establish baseline
FY 1998/99 (estimated)	Increase by 10%

Performance Measure:	**Number of administrative/judicial/criminal referrals by CACs/DPR.**
Year	Target
FY 1994/95 (baseline)	1,315
FY 1995/96 (baseline)	902
FY 1996/97 (expected)	1,000
FY 1997/98 (estimated)	1,040
FY 1998/99 (estimated)	1,050

Performance Measure:	**Number of pesticide illnesses by work activity that have been identified by workplace evaluations that have resulted in mitigation measures.**
Year	Target
FY 1994/95 (baseline)	Not available
FY 1995/96 (baseline)	Not available
FY 1996/97 (expected)	Not available
FY 1997/98 (estimated)	Establish baseline
FY 1998/99 (estimated)	Decrease by 10%

Performance Measure:	**Median time period between federal and state registration for new active ingredients.**
Year	Target
FY 1994/95 (baseline)	77 days
FY 1995/96 (baseline)	138 days
FY 1996/97 (expected)	120 days
FY 1997/98 (estimated)	110 days
FY 1998/99 (estimated)	100 days

Performance Measure:	**Number of days it takes to process applications for registration of new pesticide products.**
Year	Target
FY 1994/95 (baseline)	Not available
FY 1995/96 (baseline)	Not available
FY 1996/97 (expected)	Not available
FY 1997/98 (estimated)	Extract numbers from database
FY 1998/99 (estimated)	Reduce by 20%

Performance Measure:	**Number of reviews, exposure assessments and other institutional documents exchanged which are useful in harmonization.**
Year	Target
FY 1994/95 (baseline)	53 reviews
FY 1995/96 (baseline)	60 reviews
FY 1996/97 (expected)	77 reviews
FY 1997/98 (estimated)	85 reviews
FY 1998/99 (estimated)	93 reviews

Performance Measure:	**Number of times U.S. EPA uses a DPR draft tolerance in approving a Section 18 request.**
Year	Target
FY 1994/95 (baseline)	0
FY 1995/96 (baseline)	0
FY 1996/97 (expected)	0
FY 1997/98 (estimated)	50%
FY 1998/99 (estimated)	75%

Performance Measure:	**Number of partnerships established.**
Year	Target
FY 1994/95 (baseline)	0
FY 1995/96 (baseline)	0
FY 1996/97 (expected)	0
FY 1997/98 (estimated)	5
FY 1998/99 (estimated)	5

Performance Measure:	**Number of reduced-risk pest management grants awarded and total funds awarded.**
Year	Target
FY 1994/95 (baseline)	Not available
FY 1995/96 (baseline)	24 grants initiated and $590,807 received
FY 1996/97 (expected)	25 grants initiated and $594,204 received
FY 1997/98 (estimated)	35 grants initiated and $1,085,000 received
FY 1998/99 (estimated)	35 grants initiated and $1,000,000 received

Resource Assumptions

The Department's 1996/97 budget was developed with the program and fiscal directions and constraints consistent with the Department's May 1995 Strategic Plan goals and objectives, as well as general direction from the Administration.

The expenditure proposals for 1997/98 and subsequent years assume that funding from the various sources to DPR will remain relatively constant. Under existing statutory authority, the pesticide mill assessment comprises approximately 86% of the DPR Fund revenues, the primary source of funding for DPR activities. However, the authority for the current mill rate (22 mills, of which the California Department of Food and Agriculture receives 0.675 mills) is scheduled to sunset on July 1, 1997 at which time the mill rate would revert to the level of nine (9.0) mills.

This level of funding would not support the proposed level of expenditures proposed for future years. However, this Strategic Plan was developed with the assumption that legislation will be enacted to extend the mill assessment at a "capped" rate that, along with the continuation of other existing fund sources, would be sufficient to continue to fund departmental activities at the proposed 1997/98 expenditure levels in that and subsequent years.

Financial and Full-Time Equivalent (FTE) Positions

12 Registration and Health Evaluation

PROGRAM REQUIREMENTS (in thousands of dollars)		1995/96			1996/97			1997/98		
State Operations:		Dollars	Posi-tions	PYs	Dollars	Posi-tions	PYs	Dollars	Posi-tions	PYs
001	General Fund	3,314			3,507			3,507		
106	Pesticide Regulation Fund	8,540			8,367			7,594		
140	Environmental License Plate Fund	430			441			435		
224	Food Safety Account	474			496			501		
890	Federal Trust Fund	271			435			181		
995	Reimbursements	20			118			118		
Total, State Operations		13,049	151.0	136.6	13,364	145.5	138.3	12,336	142.5	135.4
ELEMENT REQUIREMENTS										
12.10	Pesticide Registration State Operations:	6,265	85.0	77.1	6,232	80.5	76.5	5,352	77.5	73.6
001	General Fund	462			497			497		
106	Pesticide Regulation Fund	5,452			5,204			4,426		
224	Food Safety Account	169			194			196		
890	Federal Trust Fund	162			219			115		
995	Reimbursements	20			118			118		
12.20	Worker Health & Safety State Operations:	3,444	30.0	28.3	3,611	30.0	28.5	3,465	30.0	28.5
001	General Fund	826			867			867		
106	Pesticide Regulation Fund	2,509			2,528			2,532		
890	Federal Trust Fund	109			216			66		
12.30	Medical Toxicology State Operations:	3,340	36.0	31.2	3,521	35.0	33.3	3,519	35.0	33.3
001	General Fund	2,026			2,143			2,143		
106	Pesticide Regulation Fund	579			635			636		
140	Environmental License Plate Fund	430			441			435		
224	Food Safety Account	305			302			305		

17 Enforcement, Environmental Monitoring, & Data Management

PROGRAM REQUIREMENTS (in thousands of dollars)		1995/96			1996/97			1997/98		
State Operations:		Dollars	Posi-tions	PYs	Dollars	Posi-tions	PYs	Dollars	Posi-tions	PYs
001	General Fund	4,829			4,926			4,926		
106	Pesticide Regulation Fund	13,713			13,991			14,106		
140	Environmental License Plate Fund	128			132			129		
224	Food Safety Account	1,508			1,718			1,506		
890	Federal Trust Fund	1,964			2,874			2,311		
995	Reimbursements	260			366			446		
Total, State Operations		22,402	186.2	163.9	24,007	181.7	172.6	23,424	176.2	167.5
Local Assistance:										
001	General Fund	2,449			2,449			2,449		
106	Pesticide Regulation Fund	8,510			11,227			8,900		
Total, Local Assistance		10,959			13,676			11,349		
ELEMENT REQUIREMENTS										
17.10	Information Systems State Operations:	3,550	35.6	29.5	3,450	31.6	30.0	3,253	31.6	30.0
106	Pesticide Regulation Fund	3,207			2,932			2,785		
224	Food Safety Account	258			267			267		
890	Federal Trust Fund	39			164			114		
995	Reimbursements	46			87			87		
17.20	Pesticide Use Enforcement State Operations:	21,272	85.1	72.6	25,382	89.6	85.1	22,112	84.1	80.0
001	General Fund	3,268			3,328			3,328		
106	Pesticide Regulation Fund	4,826			5,680			4,936		
224	Food Safety Account	557			558			560		
890	Federal Trust Fund	1,460			1,955			1,754		
995	Reimbursements	202			185			185		
	Local Assistance:									
001	General Fund	2,449			2,449			2,449		
106	Pesticide Regulation Fund	8,510			11,227			8,900		
17.30	Pesticide Management Analysis & Planning State Operations:	2,306	17.0	15.5	2,508	14.0	13.3	3,096	14.0	13.3
001	General Fund	6			0			0		

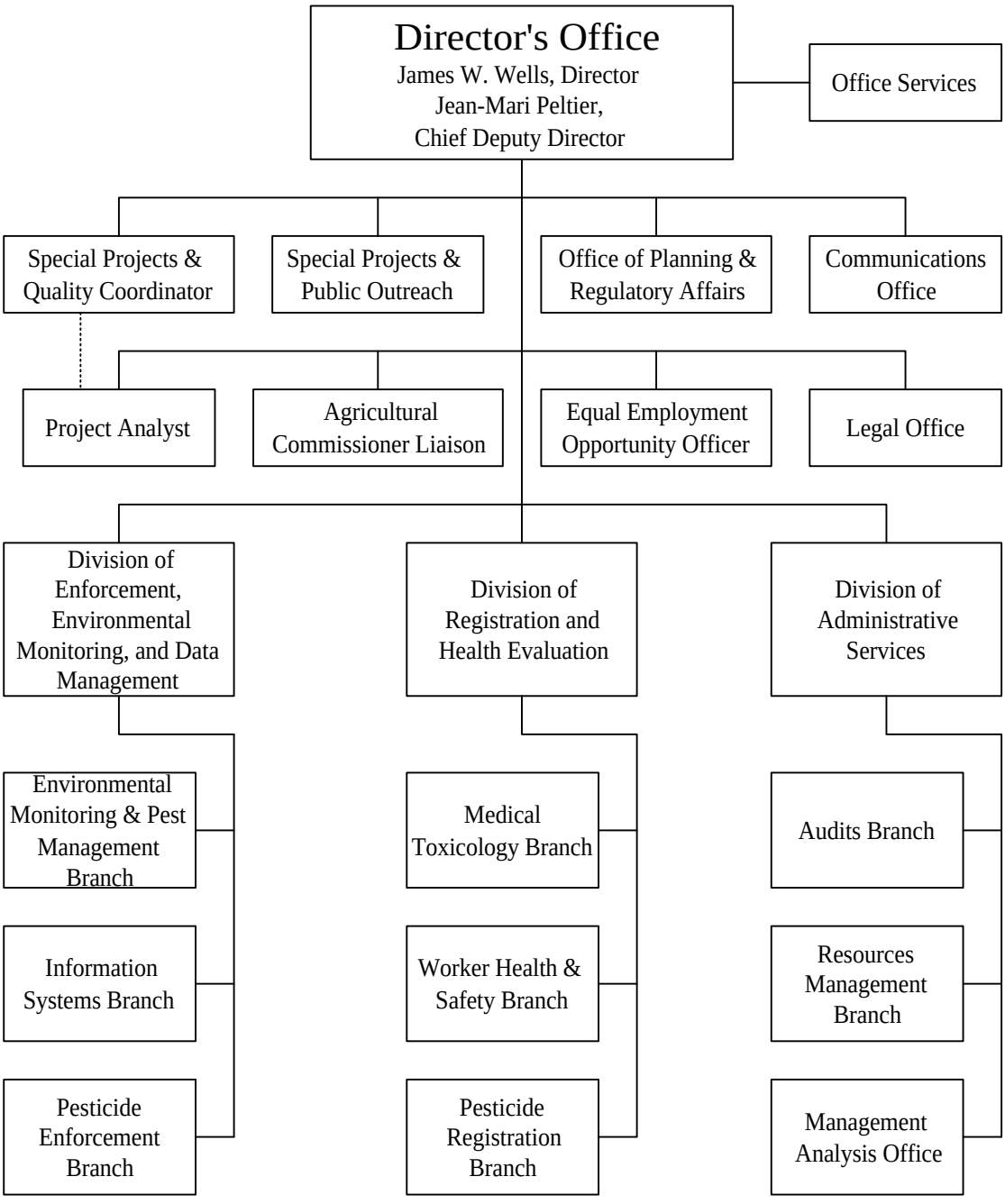
ELEMENT REQUIREMENTS (in thousands of dollars)		1995/96			1996/97			1997/98		
17.30 Pesticide Management Analysis & Planning State Operations (continued):		Dollars	Posi-tions	PYs	Dollars	Posi-tions	PYs	Dollars	Posi-tions	PYs
106	Pesticide Regulation Fund	1,302			1,001			2,003		
224	Food Safety Account	693			893			679		
890	Federal Trust Fund	301			605			405		
995	Reimbursements	4			9			9		
17.40 Environmental Hazards Assessment State Operations:		6,233	48.5	46.3	6,343	46.5	44.2	6,312	46.5	44.2
001	General Fund	1,555			1,598			1,598		
106	Pesticide Regulation Fund	4,378			4,378			4,382		
140	Environmental License Plate Fund	128			132			129		
890	Federal Trust Fund	164			150			38		
995	Reimbursement	8			85			165		

20 Executive and Administrative Services

PROGRAM REQUIREMENTS (in thousands of dollars)		1995/96			1996/97			1997/98		
		Dollars	Posi-tions	PYs	Dollars	Posi-tions	PYs	Dollars	Posi-tions	PYs
Executive and Administrative Services		4,086	59.5	53.2	4,561	62.0	58.9	4,588	62.0	58.9
Distributed Executive and Administrative Services		(4,086)			(4,561)			(4,588)		
Net Totals, Executive and Administrative Services		0			0			0		
001	General Fund	-			-			-		
106	Pesticide Regulation Fund	-			-			-		
995	Reimbursements	-			-			-		
Temporary Help for Department			29.3	14.1		21.3	20.2		21.3	20.2

Total Expenditures	1995/96			1996/97			1997/98		
	Dollars	Posi-tions	PYs	Dollars	Posi-tions	PYs	Dollars	Posi-tions	PYs
State Operations	35,451			37,371			35,760		
Local Assistance	10,959			13,676			11,349		
Totals, Expenditures	46,410			51,047			47,109		

Organizational Chart



Department Programs

Division of Registration and Health Evaluation

Pesticide Registration Branch

- Data Call-In
- Registration Review
- Evaluation
- Registration Information Center

Worker Health and Safety Branch

- Exposure Characterization and Assessment Program
- Risk Mitigation and Management Program
- Exposure Monitoring Program
- Medical Management & Pesticide Illness Surveillance Program

Medical Toxicology Branch

- SB 950 Data Review Section
- Product Data Review Section
- Health Assessment Section

Division of Enforcement, Environmental Monitoring, and Data Management

Information Systems Branch

- Applications Development
- Computer Operations and Network Support
- County Permit Program
- Mapping and Geographic Data Analysis
- Pesticide Use Reporting

Pesticide Enforcement Branch

- Licensing and Certification Program
- Enforcement Program
- Enforcement Field Operations
- Food Residue Testing
- Pesticide Product Compliance

Environmental Monitoring and Pest Management Branch

- Environmental Hazards Assessment Program
- Pest Management Analysis and Planning Program

Executive Office

- Directorate
- Special Assistant
- Legal services
- Public information and communications
- Legislation, planning, and regulatory coordination
- Quality improvement program coordination
- County Agricultural Commissioner liaison activities

Division of Administrative Services

Resources Management Branch

- Accounting
- Budgeting
- Space planning
- Purchasing
- Contracting
- Personnel service

Audits Branch

- Internal administrative process and fiscal accountability audits
- Pesticide mill assessment audits
- County Agricultural Commissioner fiscal accountability audits

Management Analysis Office

- Administrative policy development
- Internal program review
- Forms and records management

Methodology

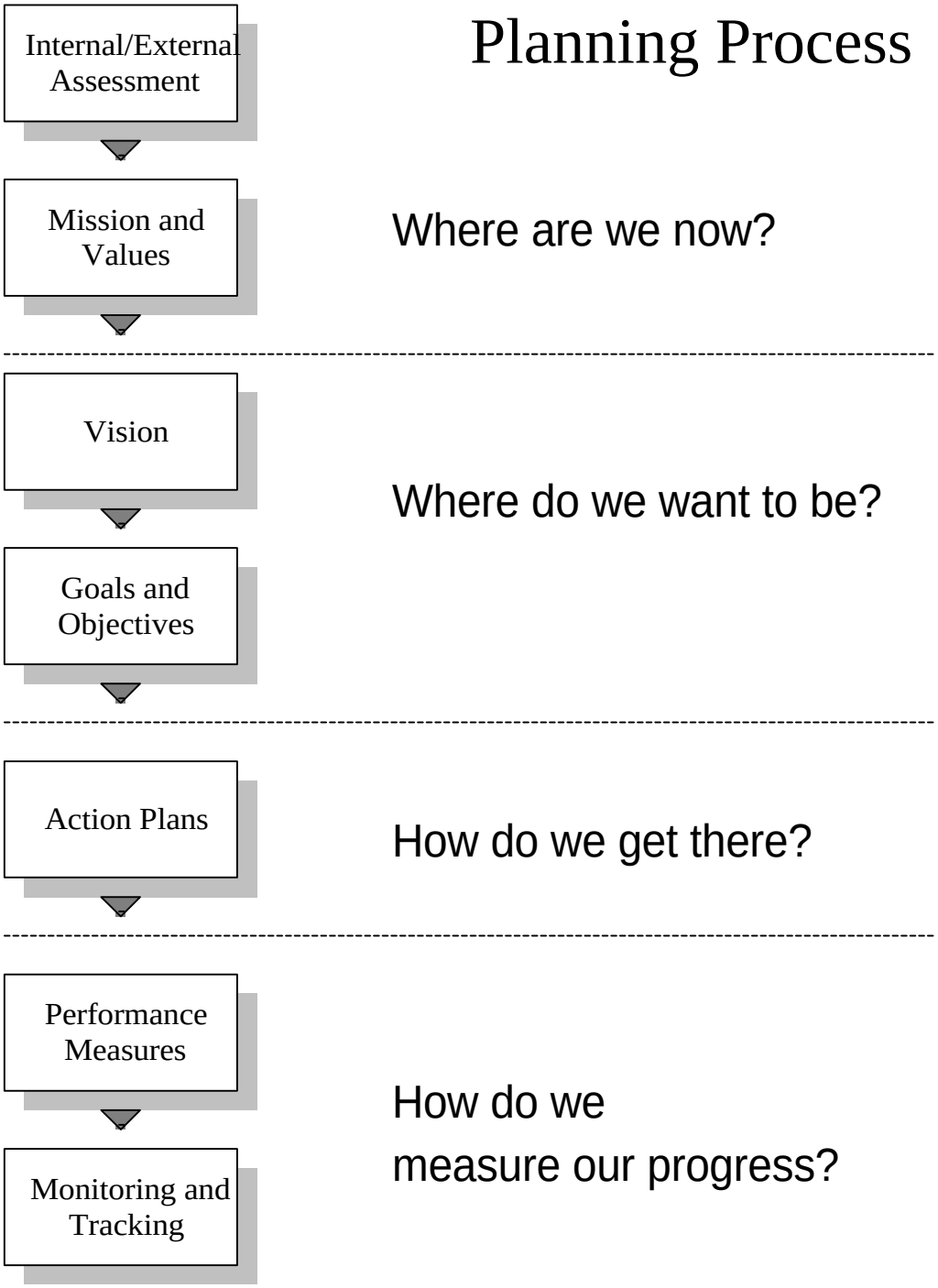
The Department of Pesticide Regulation had just completed a two-year strategic planning process when the Department of Finance guidelines came out. We used this as an opportunity to fine-tune the plan while adding performance measures and some of the other new features.

A consultant conducted one-on-one interviews with Executive Office management staff, Assistant Directors, Branch Chiefs, a representative from the County Agricultural Commissioners, and eight external stakeholders. This information updated and enhanced the large volume of information received from staff and external stakeholders during the previous strategic planning effort. In addition, the consultant brought in his own expertise as an issues anticipation specialist. Comments from all of these interviews were kept confidential to encourage honest discussion. The consultant presented his findings at a two-day management team meeting dedicated to strategic planning. Using this information, the management team updated the 1995 plan's mission, vision, values, and goals.

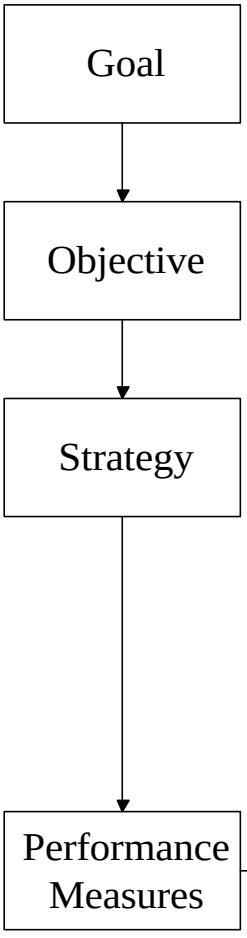
Following the meeting, the Director and Chief Deputy Director crafted a draft document for review and comment by the management team. A series of subsequent meetings completed the formulation of objectives, strategies, and performance measures. Finally, fourteen small cross-functional teams of management staff were assigned to validate the strategies and performance measures for each objective and develop appropriate action plans.

Subsequent to the development of our 1995 strategic plan, DPR formulated an Operational Issues Committee (OIC) to address critical operational issues that arose during the planning process. To complete the transition to the updated plan, the OIC will review the original plan to determine action items they deem incomplete or that still need addressing.

Strategic Planning Process



Definitions



Goals are the general ends toward which an agency directs it efforts. A goal addresses issues by stating policy intention. Goals are both qualitative and quantifiable, but not quantified. In a strategic planning system, goals are ranked for priority. Goals stretch and challenge an agency, but they are realistic and achievable.

Objectives are clear targets for specific action needed to meet the agency goal. More detailed than goals, objectives have shorter time frames and may state quantity. An objective is achievable, measurable and sets the direction for the strategies. A single goal may be subdivided into multiple objectives.

Strategies are methods to achieve goals and objectives. Formulated from goals and objectives, a strategy is the means of transforming inputs into outputs, and ultimately outcomes, with the best use of resources.

Performance measures are indicators of the work performed and the results achieved.

Input Measures

Inputs are the resources that an agency uses to produce services, including human, financial, facility, or material resources.

Output Measures

Outputs are the goods and services produced by an agency.

Efficiency Measures

Efficiency measures are indicators that measure the cost, unit cost, or productivity associated with a given outcome or output.

Outcome Measures

Outcome measures are tools or indicators to assess the actual impact of an agency's actions. An outcome measure is a means for quantified comparison between the actual result and the intended result.

Performance Monitoring and Tracking Plan

A tracking system will be developed to track major projects within the Department including action items and performance measures generated by the strategic planning process. Management staff will be held accountable for achieving continuous improvement in the measured areas. The tracking system will be updated regularly with monthly summaries provided to the Directorate. Periodic management team meetings will be devoted to reviewing progress, roadblocks, and new developments on each of the goals with its related objectives, strategies, and measures. We will revisit and update the entire plan once each year prior to the development of Budget Change Proposal concepts.

Process Participants

External Stakeholders

Ann Veneman, Secretary
California Department of Food and Agriculture

Mike Chrisman, Deputy Secretary
California Department of Food and Agriculture

Ralph Lightstone
California Rural Legal Assistance

Laurie Nelson
Chemical Specialty Manufacturers Association

Doug Hemly
Greene and Hemly (grower/shipper)

Dave Lawson
Zeneca

Kathy Taylor
U.S. EPA, Region IX

Jasper Hemple
Western Growers Association

Management Team

James W. Wells, Director

Jean-Mari Peltier, Chief Deputy Director

Paul Gosselin, Assistant Director
Division of Enforcement, Environmental Monitoring, and Data Management

Ron Oshima, Assistant Director
Division Registration and Health Evaluation

Elliott Mandell, Assistant Director
Division of Administrative Services

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Tobi Jones, Special Assistant
Special Projects and Public Outreach

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Communications Office

Dan Merkley, County Agricultural Commissioner Liaison

Steven Monk, Legislative Coordinator

Cynthia Steiger, Quality Coordinator

Linda Irokawa-Otani, Regulations Coordinator

Chuck Andrews, Chief
Pesticide Enforcement Branch

Barry Cortez, Chief
Pesticide Registration Branch

John Donahue, Chief
Worker Health & Safety Branch

Cal Johnson, Chief
Audits Branch

Margie Leary, Chief
Resources Management Branch

Doug Okumura, Chief
Information Systems Branch

Gary Patterson, Chief
Medical Toxicology Branch

John Sanders, Chief
Environmental Monitoring & Pest Management Branch

Jay Schreider, Primary State Toxicologist (alternate)
Medical Toxicology Branch

Mel Hansen, Auditor (alternate)
Audits Branch

Harry Krug, County Agricultural Commissioner
Colusa County

Consultant

Kerry Tucker, Chief Executive Officer
NST Strategies, Inc.